
Quality of Work Life in State Bank of India, Hyderabad

- Mr. K. Veeraiah*
- Dr. G. Manchala**

Abstract

Purpose of the research paper is to gain an insight into current quality of work life policies and practices of Employees in SBI Bank Ltd, Hyderabad in Andhra Pradesh. Several dimensions that influence Quality of work Life are Working Conditions, Use of Capacities at the work, Opportunity and Growth, Social Integration, Constitutionalism (respect to the laws), Work life balance, Social relevance and importance of work, Fair and appropriate Salary (Compensation) etc. QWL provides for the balanced relationship among work, non-work and family aspects of life. This paper is based on the information given by the Bank's Employees and through questionnaire filled by them.

Key words: Quality of Work Life, State bank of India, Dimensions (Parameters).

1. Introduction

Quality of Work Life (QWL) has become one of the most important issues these days in very organisation. Employees are the force that is behind every successful organisation. No organisation can become successful with technology only because for the use of technology also, organisations need to have strong work force.

Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance everywhere, at every work place. Initially quality of work life was focusing on the effects of employment on the general well being and the health of the workers. But now its focus has been changed. Every organisation need to give good environment to their workers including all financial and non financial incentives so that they can retain their employees for the longer period and for the achievement of the organisation goals.

The factors that influence and decide the Quality of work life are: 1. Working conditions 2. Use of capacities at the work 3. Opportunities and growth 4. Social integration 5. Constitutionalism (Respect to the laws) 6. Work life balance 7. Social relevance and importance of work 8. Fair and appropriate salary (Compensation).

At the end we can say that a happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal.

* Assoc.Prof, CMRIT, Hyderabad, Research Scholar Dept of HRM, Acharya Nagarjuna University, Guntur.

** Professor, VJIM, Hyderabad, Research Scholar Dept of HRM, Acharya Nagarjuna University, Guntur.

2. Literature Review

Hackman and Oldham (1976) ^[8] drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life. Mirvis and Lawler (1984) ^[13] suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Baba and Jamal (1991) ^[1] listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. Sirgy *et al.*; (2001) ^[18] suggested that the key factors in quality of working life are: Need satisfaction based on job requirements, Need satisfaction based on Work environment, Need satisfaction based on Supervisory behaviour, Need satisfaction based on Ancillary programmes, Organizational commitment.

The evolution of QWL began in late 1960s emphasizing the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment. QWL as a discipline began in the U.S. in September 1972 when the phrase was coined at a “democratization of work” conference held at Columbia University’s Arden House to discuss two movements. The first was a political movement in Western Europe called ‘Industrial Democracy’. Militant, socialist labor unions were lobbying the parliaments and assemblies of England, France, West Germany, Sweden and Italy to legislate worker participation in corporate decision-making. The second movement was the emergence in the U.S. of a number of social science theories about “humanizing the workplace” ^[3]. This shows that the model that evolved during the early years called for formalizing labor-management cooperation at the workplace by establishing joint committees at various levels to define, diagnose and devise solutions to day-to-day work problems. For instance, participation programs emerged from contract bargaining between General Motors Corporation and United Auto Workers Union was called Quality of Work Life in 1973 which was aimed at increasing workers’ satisfaction with their jobs by giving them more information and a voice in decision-making ^[19]. Indeed, it is difficult to best conceptualize the quality of work life elements ^[17]. Walton ^[21] proposed eight major conceptual categories relating to QWL as 1. adequate and fair compensation, 2. safe and healthy working conditions, 3. immediate opportunity to use and develop human capacities, 4. opportunity for continued growth and security, 5. social integration in the work organization, 6. constitutionalism in the work organization, 7. work and total life space and 8. social relevance of work life. Several published works have addressed the constructs that make up the QWL domain

and key elements of QWL programs ^[1-5, 12]. Others such as Pelsma *et al.* ^[15] and Hart ^[9] found that psychological distress and morale contributed equally to teachers' QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. Winter *et al.* ^[22] viewed QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians' experiences, attitudes and behavior. According to Loscocco and Roschelle ^[12], the most common assessment of QWL is the individual attitudes. This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. While the characteristics of the jobs have long been considered to be important influences on work attitudes, the past decades of 1970s and 1980s have witnessed much greater attention to aspects of the organizational context in which the job is performed. Thus, we must also look at how organizational characteristics exert both direct and indirect effect on the QWL. Age may be the most commonly studied individual influence on work attitudes. Studies which use widely differing samples find consistent results: older employees are more satisfied, more job-involved and more committed to their work. Studies of the relation between career stage and job satisfaction and job involvement yield inconsistent findings. For example, there is a positive relation between career stage and work commitment when career stage is defined in terms of age, but curvilinear relations appear when age is defined in terms of job or company tenure ^[12]. Past studies indicate that family roles reflect needs, opportunities and constraints have influence on individuals' reactions to work. After all, two important focal points of adult life are family and work. The role expectations of these two domains are not always compatible thus creating conflicts ^[14]. These conflicts are related to outcomes such as job dissatisfaction, job burnout and turnover ^[2-27], as well as to outcomes related to psychological distress e.g. expression and life and marital dissatisfaction ^[11-16]. Work-family conflict studies have contributed to a better understanding of role conflict and its impact on mental health and the quality of work life ^[10].

3. Overview of SBI bank

SBI bank is India's largest bank with total assets of ` 355 billion and 314 million equity shares. The bank has a network of 9400 branches and associated banks branches are 4500 and 5600 ATMs in India and presence in 32 countries. SBI Bank offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its specialised subsidiaries and affiliates in the areas of investment banking, life and non-life insurance, venture capital and asset management.

4. Objective of Study

1. To assess the quality of work of life of State bank of India employees.
2. To know which dimension is more dominant among all dimensions of quality of work life in State bank of India.
3. To compare which employees designation is leading more Quality of Work Life in the state bank of India.

5. Research Hypotheses

H0¹: There is no significance difference of Quality of Work Life in State Bank of India employees.

H0²: There is no significance difference all dimensions are dominated in the quality of work life in State bank of India bank employees.

H0³: There is no significance difference between all employees Designations are leads Quality of Work Life.

6. Research Design and Methodology

This research paper is findings resulting from the field data collection and analysis as defined. The research paper was designed to answer the research question: Who will lead more Quality of Work Life of SBI Bank employees in Hyderabad. This chapter reviews the data collection process and response rates, and presents analysis.

POPULATION

The bank is agreed to participate in the study, allowing the representation of their company and participant's total of 325 of questionnaires were prepared and distributed for the study. Out of 325 questionnaires, 65 distributed to each designation viz., Manager, Deputy Manager, Assistant Manager, Senior Assistant, and Assistant for the bank. 300 questionnaire were fully completed and returned (92%) by the bank employees. The bank employees in Hyderabad produced high percentage of completed questionnaires.

The number of completed questionnaires represented high response rate. This response rate implies that data from the sample of participants can be considered representative of the larger group. The high response rate is consistent with my expectations when the sample group was selected.

DATA COLLECTION PROCESS

The questionnaires were distributed to various levels of employees (Designations of employees were mentioned in population) in SBI Bank in Hyderabad. Each employee has completed

questionnaires which were then returned by the researcher. Each respondent's questionnaire was reviewed and the following criteria were used to exclude a response from the study or to add value for missing data.

1. If an individual response gave the exact/same response for all questions of questionnaire, that sample was excluded. The study viewed this as unresponsive and the resulting effect could skew the overall sample data.
2. A non- response for an individual question was interpreted as a subject who believed that the statement did not apply to him or her.
3. Three or more non-responses on any individual sample resulted in that sample being excluded from the study.

MEASURES

a. Quality of Work Life of employees

Quality of work life questionnaire is developed by the researcher based on Richard E. Walton Dimensions of quality of work life. The QWL questionnaire consists of 31 statements on five point scale ranking from Strongly Agree to Strongly Disagree. Here 5 being strongly Agree and 1 being strongly Disagree.

7. Data Analysis and Interpretation

Weighted Average scores were used to determine significance of the averages of the bank and the testing hypotheses. The study began with descriptive exploration of the data that was collected.

Hypothesis1-3:

H0¹: There is no significance difference of Quality of Work Life in State Bank of India employees.

DIMENSIONS	SBI BANK OF INDIA
Working conditions	4.6
Use of Capacities at work	3.6
Opportunities and Growth	4.4
Social Integration at work	4.3
Constitutionalism at work	4.8
Work life Balance	4.8
Social relevance and importance of work	4.4
Fair and Appropriate Compensation	4.7
QWL(Weighted averages mean score)	4.4

Interpretation

From the above analysis, it is observed that the State banks of India employees are leading the Quality of Work life is (4.4). Hence H_0^1 is accepted.

H_0^2 : There is no significance difference all dimensions are dominated in the quality of work life in State bank of India bank employees.

DIMENSIONS	SBI BANK OF INDIA
Working conditions	4.6
Use of Capacities at work	3.6
Opportunities and Growth	4.4
Social Integration at work	4.3
Constitutionalism at work	4.8
Work life Balance	4.8
Social relevance and importance of work	4.4
Fair and Appropriate Compensation	4.7

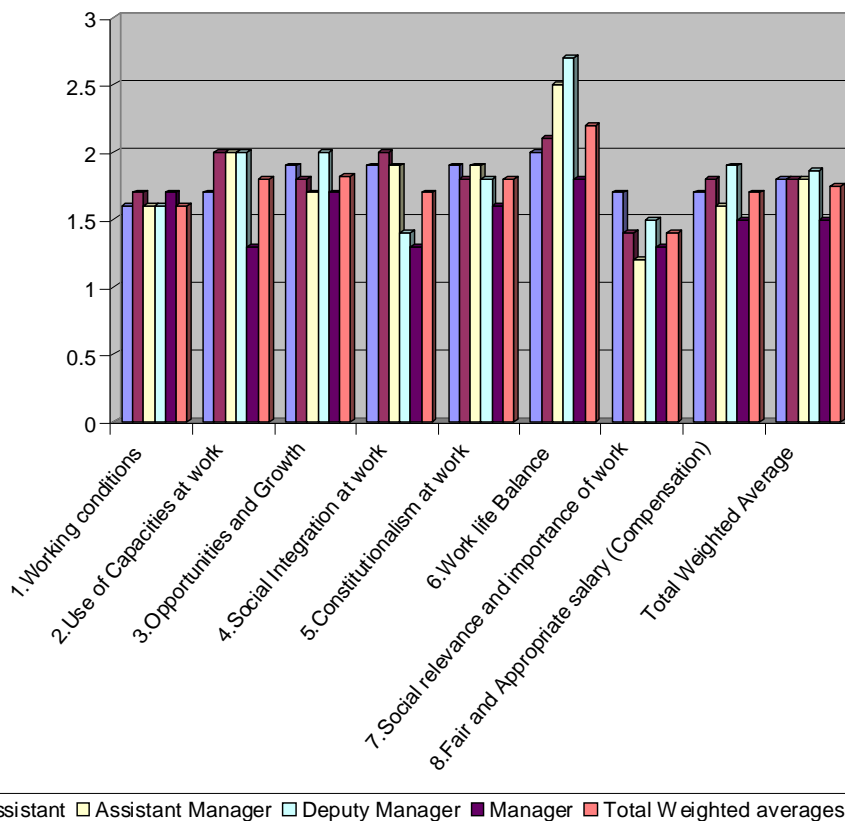
Interpretation

From the above analysis, it is observed that the State bank of India employees are leading dimension of the Constitutionalism and Work life balance are (4.8) comparison of the other dimensions. Hence H_0^2 is rejected.

H_0^3 : There is no significance difference between all employees Designations are leads Quality of Work Life.

DIMENSIONS	Assistant	Sr. Assistant	Assistant Manager	Deputy Manager	Manager	Total Weighted averages
1. Working conditions	4.6	4.7	4.6	4.7	4.6	4.6
2. Use of Capacities at work	3.0	3.0	3.0	4.3	4.7	3.6
3. Opportunities and Growth	3.0	4.8	4.7	4.7	4.9	4.4
4. Social Integration at work	4.4	3.0	4.9	4.3	4.9	4.3
5. Constitutionalism at work	4.8	4.8	4.9	4.6	4.9	4.8
6. Work life Balance	4.8	4.8	4.9	4.6	4.9	4.8
7. Social relevance and importance of work	4.5	4.4	4.2	4.3	4.7	4.4
8. Fair and Appropriate salary (Compensation)	4.9	4.8	4.6	4.5	4.7	4.7
Total Weighted Average	4.2	4.2	4.4	4.5	4.7	4.4

Quality of Work Life of SBI Employees



Interpretation

From the above analysis the over all Designations of the employees are dominated all dimensions of the Quality of work life is compare to all designations of Assistants (4.2), Sr.Assistants(4.2), Assistant Managers (4.4), Deputy Managers (4.5), Managers (4.7) Over all the dominated designation of all dimension slightly, Managers (4.7) in the SBI bank. Hence H_0^3 is rejected.

FINDINGS

The researcher has taken during the interaction office employees working in the Branches of SBI with the employees in Hyderabad Region. Organized throws interviews the researcher came to know about lot of information the Bank for the employees. On the basis of the regarding the bank’s policies and employee’s questionnaire the researcher know that 4.4% of the overall employee’s are satisfied with the quality of work life in the organization and over all designations

dominated all 8 dimensions of the bank first place opted by Managers (4.7), second place Deputy Managers (4.5), Third place Assistants Managers (4.4), Sr.Assistant (4.2) Assistants (4.2).

8. Conclusion

On the basis of the research paper over all Quality of work life of the SBI employees are good (4.4), the leading dimension among the all dimensions of Quality of work life is Constitutionalism and Work life balance are (4.8) comparison between the other dimensions. But compare to all designations of employees of Assistants (4.2), Sr.Assistants (4.2), Assistant Managers (4.4), Deputy Managers (4.5), Managers (4.7) over all the dominated designation of all dimension slightly, Managers (4.7) of the employees in the SBI bank. Social responsibilities and hence they are satisfied with their jobs.

References

1. Baba, VV and Jamal, M (1991) Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses. *Journal of organisational behaviour*. 12. 379-386.
2. Burke, R.J., 1988. Some antecedents and consequences of work-family conflict. *J. Social Behavior and Personality*, 3: 287-302.
3. Davenport, J., 1983. Whatever happened to QWL? *Office Administration and Automation*, 44: 26-28.
4. Feuer, D., 1989. Quality of work life: a cure for all ills? *Training: The Magazine of Human Resources Development*, 26: 65-66.
5. Frone, M.R., M. Russell and M.L. Cooper, 1992. Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *J. Appl. Psychol.*, 77: 65-78.
6. Greenhaus, J.H. and N.J. Beutell, 1985. Sources of conflict between work and family roles. *Acad. Manag. Rev.*, 10: 76-88.
7. Gutek, B.A., S. Searle and L. Klepa, 1991. Rational versus gender role expectations for workfamily conflict. *J. Appl. Psychol.*, 76: 560-568.
8. Hackman J & Oldham G (1974) *The Job Diagnostic Survey*. New Haven: Yale University
9. Hart, P.M., 1994. Teacher quality of work life: integrating work experiences, psychological distress and morale. *J. Occupat. Organ. Psychol.*, 67: 109-132.
10. Higgins, C., L. Duxbury and R.H. Irving, 1992. Work-family conflict in the dual-career family. *Organizational Behavior and Human Decision Processes*, 51: 51-75.

11. Lewis, S. and C.L. Cooper, 1999. The work-family research agenda in changing contexts. *J. Occupat. Health Psychol.*, 4: 382-393.
12. Loscocco, K.A. and A.R. Roschelle, 1991. Influences on the quality of work and non-work life: two decades in review. *J. Vocational Behavior*, 39: 182-225.
13. Mirvis, P.H. and Lawler, E.E. (1984) Accounting for the Quality of Work Life. *Journal of Occupational Behaviour*, 197-212.
14. Netemeyer, R.G., J.S. Boles and R. McMurrin, 1996. Development and validation of work-family conflict and family-work conflict scales. *J. Appl. Psychol.*, 81: 400-410.
15. Pelsma, D.M., G.V. Richard, R.G. Harrington and J.M. Burry, 1989. The quality of teacher work life survey: a measure of teacher stress and job satisfaction. *Measurement and Evaluation in Counseling and Development*, 21: 165-176.
16. Pleck, J.H., L.S. Graham and L. Linda, 1980. Conflicts between work and family life. *Monthly Labor Review*, 103: 29-33.
17. Seashore, S.E., 1975. Defining and measuring the quality of working life. In L.E. Davis and A.B.
18. Sirgy, M. J., Efraty, D., Siegel, P & Lee, D. (2001). A new measure of quality of work life (QoWL) based on need satisfaction and Spillover theories. *Social Indicators Research*, 55, 241-302.
19. Smith, D.C., 1983. QWL, EI needed now more than ever. *Ward's Auto World*, 19, 12.
20. Voydanoff, P., 1988. Work role characteristics, family structure demands and work/family conflict. *J. Marriage and the Family*, 50: 749-761.
21. Walton, R.E., 1975. Criteria for Quality of Working Life. In L.E. Davis, A.B. Cherns and Associates (Eds.) *The Quality of Working*. New York: The Free Press, Life, 1: 91-104
22. Winter, R., T. Taylor and J. Sarros, 2000. Trouble at mill: quality of academic work life issues within a comprehensive Australian university. *Studies in Higher Education*, 25: 279-294.

Web sites

1. www.rbi.com
2. www.banknetindia.com/banking/boverview.htm
3. www.google.com
4. www.sbi.com